

AGENDA ITEM IV

PROPOSED ACADEMIC/RESEARCH UNIT

LOUISIANA STATE UNIVERSITY AGRICULTURAL CENTER

Center for Leadership Development

BACKGROUND INFORMATION

At its meeting of March 22, 2000, the Board of Regents approved new Guidelines for Proposed New Centers, Institutes, and Other Similar Academic/Research Units. These Guidelines specify two different review procedures for proposed new academic/research units, depending on the projected source of funding. For units that anticipate receiving external support only, the Regents will conduct an abbreviated review which may result in conditional approval for one year to allow the affected institution sufficient time during which such support can be sought. Thereafter, a full proposal must be submitted and approved. Units requesting state support, however, must submit a full proposal from the beginning of the process and undergo a complete review before any state funds are allocated.

The Louisiana State University Agricultural Center proposes the establishment of a Center for Leadership Development. Since existing state support is to be used, a full review is warranted; hence, the University seeks full approval for the proposed unit.

STAFF ANALYSIS

1. Description

The proposed Center for Leadership Development is designed to leverage existing leadership programs and initiatives at the LSU Ag Center in such areas as Agricultural Leadership Development, Community Leadership and Economic Development, Family and Community Leadership, Youth Leadership Development, and Volunteer Leadership. Brought together, these programs and initiatives are expected to provide a rich resource for University and community organizations interested in studying and/or developing outstanding leaders. Tying together research with actual development programs is expected to enable the Center to achieve national prominence in this field.

Specific objectives of the Center are:

- a. to create and/or sponsor leadership development programs for business, non-profit, community and government organizations;
- b. to stimulate, sponsor, and conduct basic and applied research on the process and assessment of leadership development in a broad range of organizational settings;

- c. to engage the research interests of other university departments (such as Human Resource Development, Management, Public Administration, Sociology, and Vocational Education) at the faculty, post-doctoral, and doctoral levels;
- d. to make its expertise available to for-profit and non-profit organizations and communities;
- e. to become a nationally and internationally recognized center of leadership development and research.

The international reach of the proposed Center is already being extended by preliminary discussions with partners in Ireland and South Africa.

2. Need

The Ag Center argues that need for the proposed Center exists in three areas. First, economic development in any area – international, national, or statewide – requires a perennial supply of effective leaders. In Louisiana, the Ag Center claims that organizations and communities of all types have clearly stated that developing better leaders is one of their most pressing needs. In the area of leadership research, studies remain fragmented and inconsistent because researchers have tended to study leadership itself rather than processes of developing it. Third, at the LSU Ag Center, leadership development programs that currently exist lack a unifying structure to allow them to share resources, best practices, and program opportunities. Consequently, the proposal concludes, overall level of research in this area is low, some existing programs do not have strong links to existing academic resources, and the ability of individual entities to secure external grants is limited.

3. Faculty

Faculty for the proposed program will be drawn from existing faculties. Since the scope of the Center's activities involves multiple departments, the Ag Center proposes a flexible structure of association: a) Faculty Associates, who will have joint appointments with the Center (20% or greater) and their home departments, b) Faculty Affiliates, who do not have an official appointment but who may be involved in the Center's teaching or research activities, c) Volunteers, who may often be drawn from the Center's own programs, and c) Advisory Councils, created to involve other appropriate persons in programmed activities. The Center has no projected need for new faculty.

4. Facilities and Equipment

Faculty are already housed in existing facilities. There is no request for additional equipment.

5. Administration

The proposed Center will be administered by an Executive Director who “will be a faculty member maintaining an active research and publication program in areas associated with the Center” and be responsible for its direction, development, oversight, and pursuit of external funding. Individual leadership development programs within the Center will be headed by Program Leaders, who may be full-time faculty or staff in the Center or contractually-bound to it. The Center will have its own secretary/receptionist and student workers as needed.

6. Budget

No new state funds are requested. The proposed Center will be funded entirely by the LSU Ag Center in its first year, with declining levels of support as the Center secures external sources of funding (e.g., grants, contracts). By the fourth year, the Ag Center’s contribution will be limited to the Executive Director’s salary and part of the salaries of two other people, who will be joint appointments from other programs. The projected budget for the next four years is as follows, abbreviated:

	Year 1	Year 2	Year 3	Year 4
<u>Estimated Budget</u>				
Personnel costs	\$129,577	130,655	131,776	132,942
Operating costs	\$ 20,000	35,000	50,000	65,000
Total cost	\$149,577	165,655	181,776	197,942

Source of Funding

LSU Ag Center	\$149,577	145,655	121,776	97,942
External funds \$	0	100,000	300,000	500,000

The majority of the Ag Center’s support for the proposed center already exists as an Ag Center expense: the \$149,577 in the first year reflects, for example, already-existing Ag Center expenditure for the salaries of those who will be affiliated with the new center. The Ag Center has committed entirely new funds for the center in the following amounts:

\$ 46,950	43,028	19,149	-4,685
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(The negative number means that indirect costs will exceed the new funds being committed.) It does not appear that these new expenditures will not affect the Ag Center’s existing structure and programs adversely.

STAFF SUMMARY

The effective, perennial development of good leaders in Louisiana is desirable. The LSU Ag Center has a distinguished history of helping to develop good leaders through its Extension Services, 4-H leadership projects, and (more recently) programs in Agricultural and Community leadership (1988, 1992, respectively). The proposed new Center's objectives, which seek everywhere to integrate research and development, are consistent with the role, scope, and mission of the Ag Center. The Ag Center has provided all the resources needed to begin operations and initiate the search for external funding, which will be increasingly important to the Center's viability. No new faculty, facilities, or equipment are needed immediately and the LSU Ag Center proposes to augment operations with external revenues as time progresses. It would be appropriate for the Regents to monitor these efforts to assure that state revenues are not required in the future beyond that currently anticipated and, further, to determine whether the proposed Center is accomplishing the objectives for which it is intended.

STAFF RECOMMENDATION

The staff recommends that the Academic and Student Affairs Committee grant approval for the proposed Center for Leadership Development at Louisiana State University Agricultural Center for a period of three years from this date. Beginning December 1, 2001, and on that date for two years thereafter, the Louisiana State University Agricultural Center shall submit a report to the Commissioner of Higher Education documenting initiatives of the Center for Leadership Development and including a complete operational budget. Depending on the contents of the aforementioned reports, the Board of Regents shall consider a further request from the Louisiana State University Agricultural Center for an extension of approval for the Center for Leadership Development upon termination of this period of initial approval..